

Terrence Brady

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Board Member • CEO • Global Corporate Counsel

Governance — Mergers & Acquisitions — Strategic Vision & Direction — Compliance & Risk

Board director, CEO, and corporate attorney balancing revenue and profit growth with expertise in corporate governance and ethical, sustainable operations. Strategic advisor who builds top-flight C-suite teams, aligns organizational structures and operating models with board-level priorities, and enables strong investor returns while serving a greater good.

PE, VC, and public company experience. Global scope: Asia, Europe, the Middle East, and Africa.

Board & Executive Expertise

Organizational Transformation | Risk Management | Strategy Development & Execution | Corporate Governance
Leadership Development & Compensation | Global Government Relations | Internal Investigations
Mergers & Acquisitions | Capital Markets Issuances | Structured Finance Transactions | Control & Conflict Transactions

Board Leadership Experience

Board of Directors • Chicago Botanic Garden 2018–Present
Serve on board of world-renowned nonprofit. Lead and support initiatives including revamp to organization's strategic plan and mission, technology upgrades, and brand identity transformations.

Board of Trustees | Chair • Cristo Rey St. Martin College Prep 2016–Present
Serve as board chair for innovative educational institution serving under-resourced communities with a 100% post-graduation college acceptance rate. Played leadership role in \$18M+ capital investment in an award-winning campus development.

Board Chair • UL Standards & Engagement 2021–2023

Board of Trustees • Underwriters Laboratories 2020–2023

Member • National Association of Corporate Directors

Executive Leadership Experience

Underwriters Laboratories (UL) 2012–2023

\$2.6B+ global safety sciences company composed of 3 organizations, the for-profit UL Solutions and 2 nonprofits—UL Research Institutes and UL Standards & Engagement, each with its own governance structure and management.

CEO | President | Trustee (2020–2023)
President (2018–2020)

Promoted to work alongside then-CEO as president. In 2020, entrusted to helm parent organization and shepherd new era of profitability and world-class service delivery. Engaged board of directors in strategic vision for growth and heightened impact. Chaired UL Standards & Engagement board of trustees and served as member of Underwriters Laboratories board.

- Spearheaded UL's transformation into a 3-company enterprise with distinct value propositions across 2 nonprofit entities (UL Standards & Engagement and UL Research Institutes) and 1 commercial business, UL Solutions.
- Unlocked \$1.8B investment via issuance of special dividends by UL Inc. and established \$3M diversified endowment to propel scientific discovery and close gaps between research findings and standards development in emerging areas such as autonomous systems, artificial intelligence, and green energy.
- Partnered with commercial business leaders to fuel inorganic growth through 11 acquisitions in 5 years, expanding research and standards capabilities in support of an increasingly robust portfolio of services and offerings.
- Primed company for early-2024 IPO via sale of UL Standards & Engagement's secondary shares in UL Solutions, laying foundation for strong debut on the New York Stock Exchange.

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Underwriters Laboratories (UL)

continued

- Hired and installed high-caliber C-suite team to uncouple research and standards divisions from revenue-generating product testing and certification business.
- Served as ambassador for UL as a global symbol of trust and a champion for evidence-based safety standards at international multilateral events convening heads of state and the business community, particularly in Asia, Europe, the Middle East, and Africa.

SVP | Chief Commercial & Legal Officer | Corporate Secretary (2015–2018)

SVP | General Counsel | Chief Ethics & Compliance Officer | Corporate Secretary (2012–2015)

Recruited by CEO to direct 55-member legal team supporting 10K-member workforce during rapid geographic and service expansion. Expanded scope to include enterprise strategy, corporate marketing, and global security and brand protection.

- Built organization's first formal strategy, marketing, and customer experience functions and identified executive-level talent to fill newly created roles charged with bolstering partnerships with blue-chip customer base.
- Architected structure and roadmap for profitable growth of organization's for-profit product testing and certification business, expanded workforce 50% to 15K, and added critical business capabilities in 50 countries.
- Formed and strengthened relationships with government officials worldwide as key executive leader charged with protecting company reputation and sustaining productive government relations.
- Evolved gold-standard ethics and compliance program as global needs increased in complexity and volume, serving as trusted resource and advisor to C-suite colleagues and business leaders on multiple continents.

Winston & Strawn

1985–2012

International law firm headquartered in Chicago advocating for clients in a broad swath of industries and geographies.

Partner

Focused legal practice on M&A, securities offerings, and corporate governance. Advised boards of directors and special committees on M&A transactions, proxy contests, and internal investigations.

- Played key legal leadership role during Discover Financial Services' acquisition of Diner's Club International with operations in 185 countries.
- Represented William Blair & Company, the firm advising the Chicago Mercantile Exchange in its \$25B merger with the Chicago Board of Trade and the \$9.5B acquisition of NYMEX.
- Represented special committee of the board of Shaw Industries in the \$2B sale to Berkshire Hathaway
- Advised financial sponsors and management teams during private equity and venture capital transactions.
- Provided advisory services to issuers and underwriters during public offerings of debt and equities securities.
- Counseled sell-side independent directors during Nokia's \$8.1B acquisition of Navteq, a digital mapping and navigational software technology provider.
- Steered clients including Sears, Dow Chemical, JPMorgan Chase, and Bank of America through major structured finance transactions.

Education

JD • Notre Dame Law School—Notre Dame, IN

AB, Economics & Government • Dartmouth College—Hanover, NH